



# Program Development

Maritza Concha, Ph.D.  
University of Central Florida  
Covian Consulting, Inc

# Introduction

- Getting to know each other
- Housekeeping

# Learning Objectives

- Understand the stages of program development within the non profit environment
- Explore and execute PEST analysis (political, economic, socio-cultural and technological environmental analysis)
- Understand the planning and organizational phases of community needs assessment
- Conduct a stakeholder analysis
- Become aware of main elements in program evaluation (inputs, activities, outputs and outcomes).

# Learning Agreement

- **C**reating a safe environment
- **A**ccessibility
- **R**espect others by listening and keeping an open mind
- **E**mpathize and be sensitive to others
- **S**upport for others in the audience and in the community

# Agenda

- Introduction to program development
- Pest Analysis overview
  - Pest Analysis activity
- Understand the phases of community needs assessment
  - Community needs assessment exercise
- Stakeholders Engagement
  - Exercise
- Program Evaluation
- Closing

# Program Development

## An introduction

There are four areas that involve the effective development of a program. These are:

- Community Assessment
- Planning
- Implementing
- Reporting

# Community assessment

- Gather information needed to understand your community
- Analyze the data
- Report findings in a way that it is easy to understand and useful to make decisions

# Planning

- Conduct an agency strategic plan
  - To understand what your agency needs to effectively implement a program such as assessing what resources (financial, human, physical) you will need to implement your program which includes involving stakeholders in the decision making process
- Conduct a community action plan
  - To understand what you need from the community to fully implement your program such as community outreach staff , educators, community health workers, community facilities, etc

# Implementing

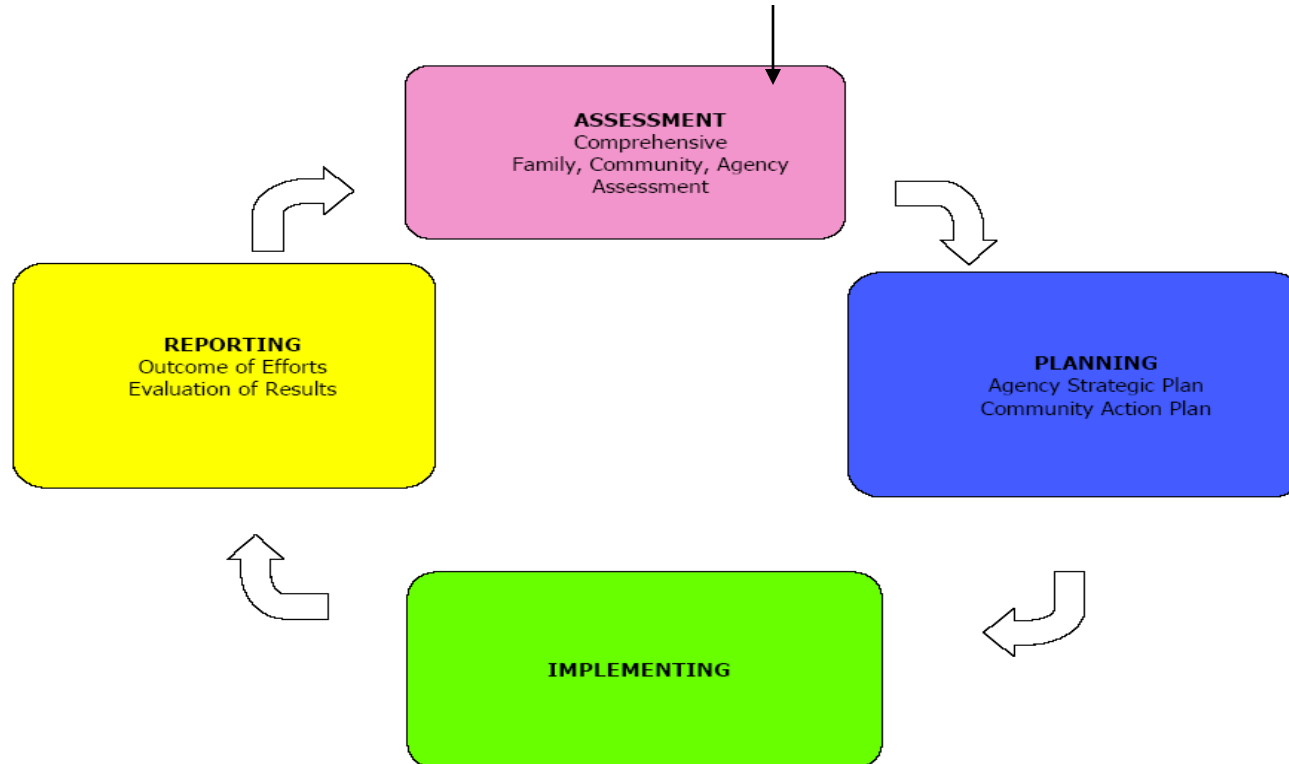
- Based on the community and agency action plan, you implement your program.
- During the implementation, it is always recommendable to conduct process evaluation practices to ensure
  - that objectives of the program are being met
  - that areas that need to be corrected are identified

# Reporting

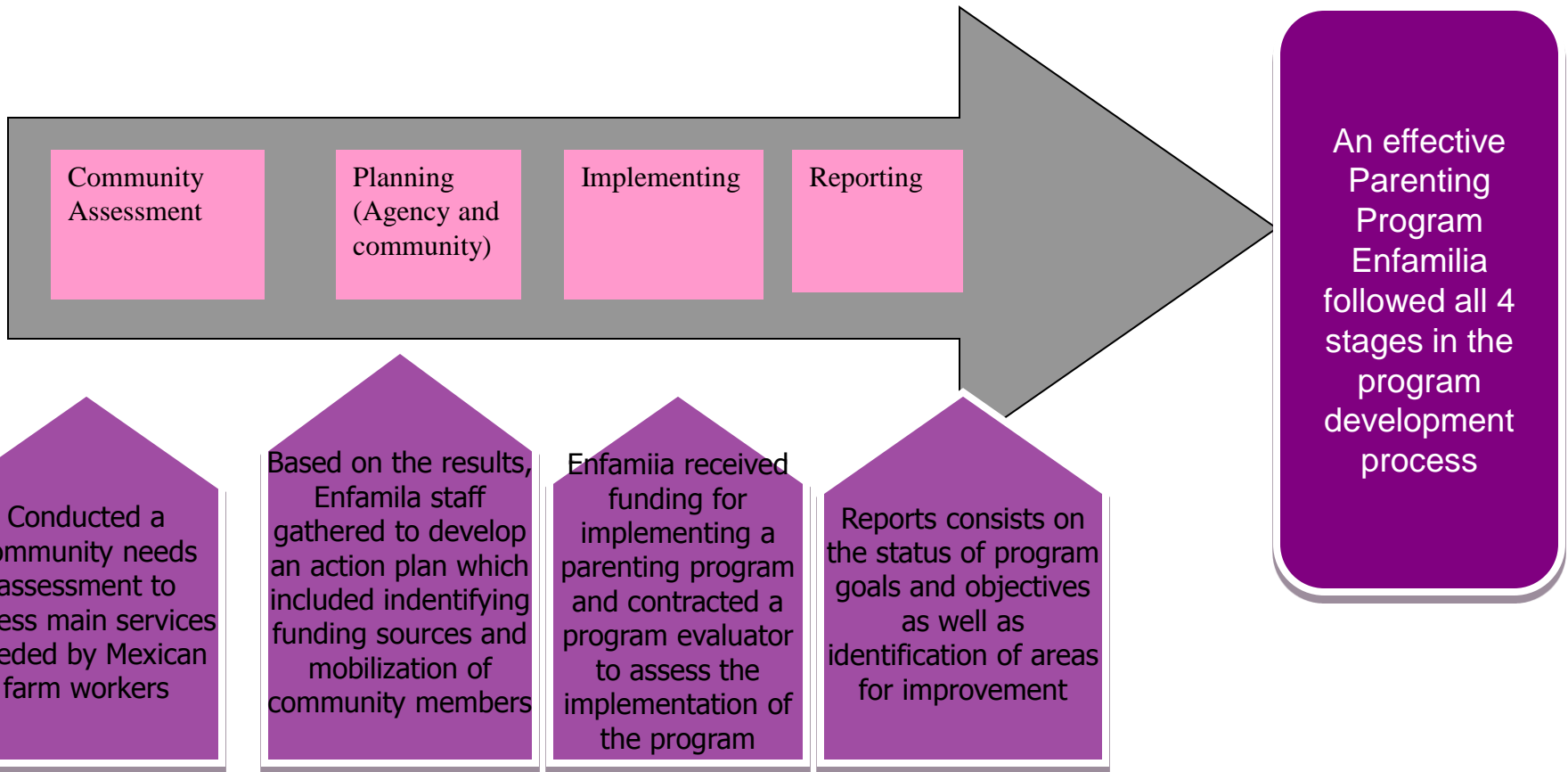
- Evaluation of results
  - Did you accomplish your goals and objectives?
  - If so, how did you document and report your results?

# Program Development Phases

Understanding your environment



# Program Development Example: The Enfamilia's Case



# Understanding your Environment

- The purpose of Pest analysis is to understand the big picture of:
  - Political
  - Economical
  - Socio-Cultural and
  - Technological aspects of

THE ENVIRONMENT

# Why is this important?

- You ensure that what you are doing is aligned positively with the forces of change that are affecting our world.
- Helps you avoid taking action that is condemned to failure from the outset and
- Is useful when you start a non profit organization

# PEST Analysis

- To use this tool, follow this three stage process:
  - Brainstorm the relevant factors that apply to you
  - Identify the information that applies to these factors.
  - Draw conclusions from this information.
- Instructions to exercise
- Go to page 2 of your participant manual
  - Think about a program you want to implement and explore the political, economical, socio-cultural and technological factors that can affect or contribute to the development of your program

# Pest Analysis: An example

## **Political**

- Identify the areas that are on policy agenda by the current administration (e.g., promoting healthy families and responsible fatherhood)

## **Economical**

- Explore possible sources of funding

## **Socio-Cultural**

- Population health, social mobility
- Population attitudes towards accessing to social services

## **Technological**

- Impact of technologies (electronic databases to document services provided to clientele)

# Knowing your community

- The goal of conducting a community needs assessment is:
  - to identify the assets of your community and
  - to determine potential concern it faces

# Community needs assessment: The planning

- Create a Needs Assessment committee by inviting other non profit organizations, university researchers, funders etc
- Share expectations about the need assessment
- Identify goals and objectives
- Create an agenda to document steps to follow

# Community Needs Assessment: The Methodology

- Identify the participants whom you want to survey (community residents, teachers, business owners)
- Determine the method (focus group) or survey
- How will the data be collected (family events, door to door)
- How the information will be analyzed and presented

# Community Needs Assessment: Data collection

- Provide a training session to staff who will be administering the survey
- If you are targeting a community that is not English speaking, it is recommended to translate the survey in their native language

# Community Needs Assessment : Dissemination of findings

- Conduct planning sessions with all interesting partners to discuss the need assessment results
- Disseminate the report to all who can benefit
- Provide assistance in planning and action taking

# Needs Assessment- An example from the Children's Trust

## ■ Task 1:

- To identifying where Head Start/Early Head Start is currently providing services to children and to identify the geographic areas that would be most appropriate for the expansion of those services.

# Needs Assessment- An example from the Children's Trust

## ■ Task 2

- The main objective of the Community Survey was to assist The Trust in making informed decisions that reflect the stated needs of representative County families. They surveyed community members about:
  - The most critical needs of children;
  - The services or resources needed for parents and other care givers; and
  - ways in which the community could better support children and families.

# Needs Assessment- An example from the Children's Trust

## ■ Task 3

- Conduct key informant interviews to seek opinions and perspectives from community leaders, practitioners and experts about the needs of Miami-Dade County's children, the best program practices and potential Trust investments.
- Findings were presented in community forums with community members, service providers and other important stakeholders.

# Community Need Assessment: Exercise

- Go to page 3 of your participant manual. As a community representative, fill out the survey
- When discussing with your group, identify which statements are most important but you have the least satisfaction and why.

# Stakeholder Engagement

- Stakeholders are individuals, groups, or organizations that have a significant interest in how well a program functions (Rossi, Lipsey and Freeman, 2004). These could be:
  - those with decision making authority over the program like funders, sponsors, administrators and clients that receive services

# Why is this important?

- Engaging with stakeholders from the beginning of a program can lead towards a productive relationship which can be used during prosper and challenging times

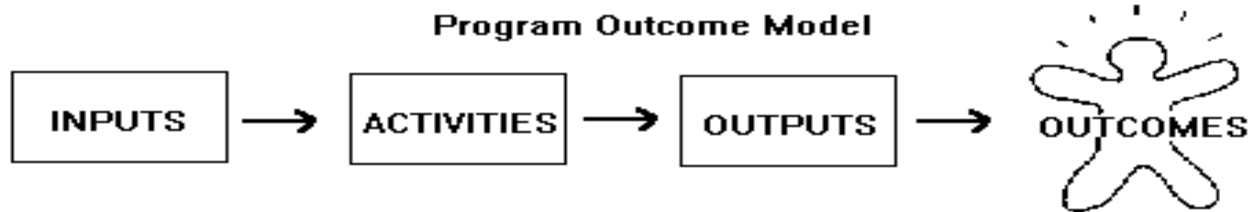
# Stakeholder Identification: Activity

- On page 5 in your participant manual, conduct the stakeholder analysis activity
- When conducting this activity, keep in mind to
  - Identify those stakeholders directly and indirectly by the program
  - Be strategic and prioritize

# Implementation and Reporting

- When implementing your program, think about what you want to accomplish and how to document data to show such accomplishments. Need to be clear on:
  - Program Inputs
  - Program activities
  - Program Outputs
  - Program Outcomes

# United Way Program Outcome Model



<i>Inputs</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>
Resources dedicated to or consumed by the program e.g. <ul style="list-style-type: none"> <li>• money</li> <li>• staff and staff time</li> <li>• volunteers and volunteer time</li> <li>• facilities</li> <li>• equipment and supplies</li> </ul> Constraints on the program e.g. <ul style="list-style-type: none"> <li>• laws</li> <li>• regulations</li> <li>• funders requirements</li> </ul>	What the program does with the inputs to fulfill its mission e.g. <ul style="list-style-type: none"> <li>• feed and shelter homeless families</li> <li>• provide job training</li> <li>• educate the public about signs of child abuse</li> <li>• counsel pregnant women</li> <li>• create mentoring relationships for youth</li> </ul>	The direct products of program activities e.g. <ul style="list-style-type: none"> <li>• number of classes taught</li> <li>• number of counseling sessions conducted</li> <li>• number of educational materials distributed</li> <li>• number of hours of service delivered</li> <li>• number of participants served</li> </ul>	Benefits for participants during and after program activities e.g. <ul style="list-style-type: none"> <li>• new knowledge</li> <li>• increased skills</li> <li>• changed attitudes or values</li> <li>• modified behavior</li> <li>• improved condition</li> <li>• altered status</li> </ul>

# Conclusion

- In this training session, we have covered the following topics:
  - Program Development stages
  - PEST Analysis
  - Community needs assessment
  - Stakeholder analysis
  - Program Outcome model

# Creating your action plan

- This training session has provided you with activities to further your understanding on
  - Community needs assessment
  - Understanding the organizational environment
  - Stakeholder engagement
- Try to implement these activities in your organization as they can assist you in the development of effective programs

# Sources

## ■ Program Development

- Field Guide to Nonprofit Program Design, Marketing and Evaluation by McNamara  
([http://www.authenticityconsulting.com/pubs/PG\\_gdes/PG\\_pubs.htm](http://www.authenticityconsulting.com/pubs/PG_gdes/PG_pubs.htm))
- Nonprofit Essentials: The Development Plan by Lisa Lysakowski

## ■ Pest Analysis

- Merging Non Profit Organizations by Yankey, Wester Jacobus & McNally Koney  
(<http://www.case.edu/mandelcenter/publications/casestudies/MergingNonprofitOrgs.pdf> )

# Sources

- Community needs assessment
  - A Community Need Assessment Guide by the Center for Urban Research and Learning and the Department of Psychology Loyola University of Chicago  
([http://www.luc.edu/curl/pdfs/A\\_Community\\_Needs\\_Assessment\\_Guide\\_.pdf](http://www.luc.edu/curl/pdfs/A_Community_Needs_Assessment_Guide_.pdf))
- Stakeholder engagement
  - Stakeholder Engagement Tool Kit by Torfaen County Borough Council  
([http://www.revit-nweurope.org/selfguidingtrail/27\\_Stakeholder\\_engagement\\_a\\_toolkit-2.pdf](http://www.revit-nweurope.org/selfguidingtrail/27_Stakeholder_engagement_a_toolkit-2.pdf))

# Questions?

- If you have any questions, you can contact me at [maritza@covianconsulting.com](mailto:maritza@covianconsulting.com) ; [covianresearch@hotmail.com](mailto:covianresearch@hotmail.com) or you can visit my organization's website at:
  - [www.covianconsulting.com](http://www.covianconsulting.com)